

# PENN MANOR SCHOOL DISTRICT

ADMINISTRATIVE REGULATION

APPROVED: March 18, 2011

REVISED:

## 100-AR. STRATEGIC PLAN

Strategic planning is the process the Board uses to envision the district's future and to develop the necessary operations and actions needed to achieve that future.

The Strategic Plan will be developed through the active participation of a Committee of designated representatives of the required groups. Teacher representatives will be chosen by the teaching staff; administrative representatives will be chosen by the administrative staff; and Board representatives will be chosen by the Board.

If the Board decides to alter the Strategic Plan developed by the Committee, the Board will consult with the Committee to reach the greatest possible consensus prior to its submission to the Department of Education and will include any minority report that is developed.

The strategic planning process will initially include a self-examination procedure to identify the district's performance gaps and priorities and to collect data for establishing benchmarks when appropriate, and for measuring progress and acceptable levels of performance for programs and services.

Goals and objectives established in the Strategic Plan will be:

1. Clear and concise statements of expectations and purposes as they relate to programs, operations, departments, services and positions, including specific strategies for attainment.
2. Limited in number as to be reasonably achievable within established time lines.
3. Measured in a quantitative and qualitative manner.
4. Research-based, if available and appropriate.
5. Defined with indicators or specifications for successful achievement.
6. Analyzed for a favorable cost-benefit.

The Strategic Plan will include all the following components, in addition to others the district decides to include:

1. Mission statement.

2. Listing of the district's educational and organizational goals relative to student achievement and high school graduation requirements.
3. Description of academic standards for student achievement, which must be consistent with those required by state regulation.
4. Planned instruction to be offered and the instructional and assessment practices to be used to strive for the academic goals and to attain academic standards and high school graduation requirements.
5. Assessment plan designed to determine the degree to which students are achieving academic standards, including descriptions of methods and measures used to determine achievement, how information from the assessments will be used to assist students who have not demonstrated attainment at a proficient level or higher, and how assessment information will be made available to the public.
6. Plan for improving students' achievement, including specific, measurable goals for student growth and plans designed to attain students' achievement goals which are connected to the academic standards, including annual improvement goals for student scores on state and local assessments.
7. Professional Development Plan and Induction Plan.
8. Description of the district's organization and organizational goals and their relationship to differing student needs within the district's goals and attainment of academic standards.
9. Description of the professional personnel, school library, classroom and other resources the district will devote to attainment of academic standards.
10. Description of the process used to develop the Strategic Plan, including a list of individuals involved in its development.
11. Plan for additional opportunities for students not achieving at the proficient level, including identification procedures, alternate instructional strategies, monitoring assessment procedures and opportunities for extended learning time.
12. Description of how the district will coordinate with community-operated infant, toddlers and preschool early intervention programs and the following before-or-after-school programs and services for all grade levels through grade 12, including prekindergarten if offered: child care, after-school programs, youth workforce development programs, and tutoring.

The Strategic Plan will be results-oriented, with monitoring and evaluation components. The Superintendent or designee will ensure that evaluation criteria is developed and used to measure progress toward achieving the strategic goals established for the operations, programs and services targeted in the Strategic Plan.

District employees will be given specific directions for establishing daily priorities and identifying the data to be collected to assess the attainment of goals and objectives.

Administrative and instructional staff will be held accountable for working to achieve the strategic goals directly related to their job responsibilities and for facilitating student achievement.

Human and financial resources will be allocated and included in the district's budget and in individual schools' budgets to provide the support needed to achieve the Strategic Plan's stated vision, goals and objectives.